ACTIONS TO ACHIEVE
PROJECTS AND PROGRAMS

ACHIEVING VISION
IMPLEMENTATION

| DEVELOP PROJECTS AND PROGRAMS | EVALUATE PRIORITIZE | DEVELOP RESOURCE STRATEGY | PUBLIC PRESENTATION AND CONFIRMATION OF PLAN | IDENTIFY AND OBTAIN RESOURCES | IMPLEMENT PLAN | ONGOING COMMUNITY PROGRESS |

UPDATE PLAN

IOWA ESF #14 LTCR
RESOURCE GUIDE

A Directory for LTCR Technical Assistance Resources and Funding Opportunities

BUILDING BACK SAFER. STRONGER. SMARTER.

STREETSCAPE IMPR

SMALL PLAZA MAY BE COMMUNITY GATHERING SPOT

NING RADIUS CHANGE IS ACCOMPLISHED

Iowa

RIO
Rebuild Iowa Office

PARTNERING FOR
RECOVERY

FEMA

ESF #14
LONG-TERM COMMUNITY RECOVERY

QUICK START
USING THE ESF #14 LTCR TOOLBOX

ESF #14 LTCR ToolBox (LTCR ToolBox) includes tools – LTCR Tools – that aid a community's long-term recovery from a disaster. LTCR Tools were developed in Iowa by a team of recovery professionals and subject-matter experts with the ESF #14 Long-Term Community Recovery (LTCR) Team.

LTCR ToolBox includes:

ESF #14 LTCR
COMMUNICATIONS MAPPING TOOL

ESF #14 LTCR
DECISION-MAKING TOOL

ESF #14 LTCR
PROJECT + PROGRAM DEVELOPMENT GUIDE

IOWA ESF #14 LTCR
RESOURCE GUIDE

Here's what you need to know:

1   **Read the Introduction booklet first.**

2   **LTCR Tools are generally used in the sequence shown in the LTCR ToolBox list above, but the sequence may change depending upon where your community is in the recovery process and the kind of help you need.**

3   **Select the LTCR Tool you are interested in using.**

4   **Familiarize yourself with the Step-by-Step instructions included within each LTCR Tool.**

You are now ready to begin using the LTCR Tools to help your community with its recovery.

5   **Use the accompanying CD to print templates and tools as well as search the *Iowa ESF #14 LTCR Resource Guide*.**

For information on community assistance and interagency coordination for redevelopment and recovery in Iowa, contact Rebuild Iowa Office (RIO) at www.rio.iowa.gov or call 515-242-5004.

INTRODUCTION TO ESF #14 LTCR

ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) Program that selectively offers unique support to communities recovering from a disaster. LTCR is also a process to help communities organize and manage their long-term recovery. The process provides a framework to help disaster-challenged communities:

- Articulate a vision for their post-disaster future.
- Identify disaster-related projects and programs to achieve their vision.
- Identify opportunities that become possible through recovery.
- Facilitate partnerships to coordinate and maximize resources that can be applied to the community's long-term recovery needs.

INTRODUCTION

OVERVIEW

Communities affected by a disaster often need help to recover from the impact of the loss of crucial facilities and infrastructure. Matching community needs to prospective resources — both technical assistance resources and funding opportunities — is critical to a successful recovery.

ESF #14 Long-Term Community Recovery (LTCR) created the *Iowa ESF #14 LTCR Resource Guide* to support Iowa's recovery and facilitate matching recovery needs with prospective resources for 10 communities receiving ESF #14 LTCR support. *Iowa LTCR Resource Guide* helps city officials, recovery stakeholders and community members connect with potential partners and agencies to strengthen development and planning efforts related to a community's long-term recovery.

Iowa LTCR Resource Guide provides basic information about local and national governmental and nonprofit organizations with technical assistance and grant programs applicable to recovery. The ESF #14 LTCR Team identified and compiled approximately 500 resources relevant and useful to communities in Eastern Iowa receiving ESF #14 LTCR support. Intended as an overview, the *Iowa LTCR Resource Guide* includes general descriptions of resources and Web sites for more information regarding programming objectives, eligible applicants and contact information.

Iowa LTCR Resource Guide has been created to facilitate connecting communities with resources to support their recovery. Used along with the other LTCR Tools, the *Resource Guide* will assist communities with developing strategies to connect projects and programs to organizations and agencies.

ESF #14 LTCR PROCESS

Typically, ESF #14 Long-Term Community Recovery (LTCR) Process occurs in two (2) phases: a Federal-led phase and a community-led phase. Both phases are supported by the State.

The first phase utilizes ESF #14 LTCR Technical Assistance and/or Targeted Planning Teams along with State support to guide communities through the LTCR Process. As a community moves through the LTCR Process, recovery activities gradually transition to community-led initiatives and implementation of identified projects and programs. During the second phase, communities are assisted by the State and receive ongoing Federal agency support, as appropriate. LTCR activities are generally sequenced as described below and shown in Figure 1.

ASSESSMENT – Considers disaster-specific damages and a community's capacity to respond.

VISION – Identifies how a community sees its post-disaster future and provides direction for recovery activities.

GOALS – Identifies goals, objectives and strategies to facilitate a community's long-term recovery and achieve its post-disaster vision.

PROJECTS AND PROGRAMS – Identifies projects and programs and determines resource strategies needed to successfully complete them.

IMPLEMENTATION – Establishes timetables, assembles resources and coordinates completion of community initiatives, projects and programs.

Public Participation

Community involvement is a necessary and critical element of the LTCR Process. Community collaboration strengthens and revitalizes a community after a disaster by building consensus for recovery. Public participation in the LTCR Process helps a community establish a vision and shared goals, informs community-planning processes and affirms forward direction. Community involvement occurs throughout the LTCR Process and at key milestones, as identified by the green diamonds in Figure 1.

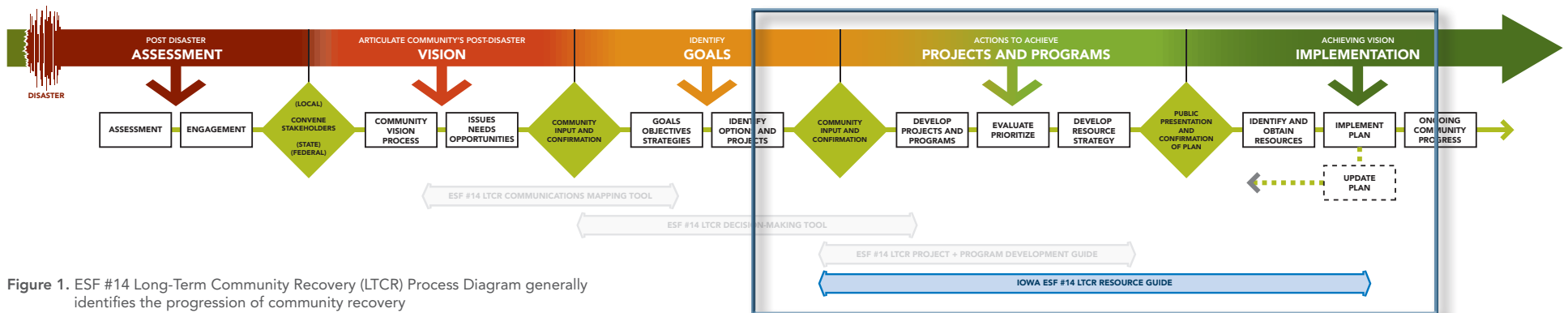## ESF #14 LONG-TERM COMMUNITY RECOVERY (LTCR) PROCESS DIAGRAM

Figure 1. ESF #14 Long-Term Community Recovery (LTCR) Process Diagram generally identifies the progression of community recovery

ESF #14 LTCR TOOLBOX

For the purposes of this ToolBox, all references to Tools, ToolBox, Process, Vision, Goals, Objectives, Strategy, Projects and Programs are made within the context of the ESF #14 LTCR Process and should be considered as LTCR specific. The Glossary, provided in the Appendix, defines terms used in discussion of the LTCR Process.

The LTCR ToolBox includes four (4) LTCR Tools. These Tools, their connection to the LTCR Process and their connection to each other are discussed below.

ESF #14 LTCR
COMMUNICATIONS MAPPING TOOL

ESF #14 LTCR Communications Mapping Tool is a guide to stakeholder communications networks and techniques. The LTCR Communications Mapping Tool identifies effective communication techniques for gathering and sharing information important to a community's long-term recovery.

Connections: Communications Mapping Tool is most effective when used early in the LTCR Process so all activities benefit from effective communications. Users of other Tools benefit from the Communications Mapping Tool by knowing with whom and how best to communicate about potential projects, programs and resource strategies.

ESF #14 LTCR
DECISION-MAKING TOOL

ESF #14 LTCR Decision-Making Tool (LTCR DMT) is a process and template to guide decision making during disaster recovery. LTCR DMT provides a concise way to identify and prioritize potential projects and programs for further development.

Connections: DMT is used by communities to develop potential projects and programs that help realize community vision and accomplish goals. The DMT serves as a first step toward completing the ESF #14 LTCR Project + Program Development Guide. Project and program concepts developed by the DMT can be used to search for potential resource providers and partners in the *Iowa ESF #14 LTCR Resource Guide*.

ESF #14 LTCR
PROJECT + PROGRAM DEVELOPMENT GUIDE

ESF #14 LTCR Project + Program Development Guide (LTCR PDG) is a guide and template that assists the development of LTCR Projects and Programs. LTCR PDG provides a framework for developing projects and programs for implementation.

Connections: PDG is used to prepare for implementation of LTCR Plans. It draws on information generated by the LTCR Decision-Making Tool. Project and program descriptions generated by the PDG can be used to search for resource providers in the *Iowa LTCR Resource Guide*.

IOWA ESF #14 LTCR
RESOURCE GUIDE

Iowa ESF #14 LTCR Resource Guide is a directory of technical assistance resources and funding opportunities to support projects and programs developed through the LTCR Process. The *Iowa LTCR Resource Guide* helps connect LTCR Projects and Programs with potential partners or supporters.

Connections: The *Resource Guide* helps the community identify partners and resources for the implementation of LTCR Projects and Programs. Users of the *Resource Guide* draw information from DMT and PDG to guide resource searches.

The ESF #14 LTCR ToolBox supports the work of local communities and recovery professionals involved with long-term recovery. In assisting Iowa communities with their recoveries, ESF #14 Long-Term Community Recovery (LTCR) professionals identified and developed several recovery tools to help communities navigate through this often complex process. LTCR Tools address specific and critical stages of the LTCR Process. Tools facilitate communications, decision making, identification and development of projects and programs and the creation of resource strategies necessary for community long-term recovery.

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INSTRUCTIONS FOR USE

Establishing partnerships with Federal, State and nonprofit agencies and other public and private organizations is critical to a community's recovery. Communities will be more effective and enjoy greater support for a longer period of time if they develop connections and partnerships with these agencies and organizations. These relationships facilitate understanding of important policies, timelines, limitations and parameters of the partnering agency. Discussing recovery projects and programs with Federal or State agencies helps a community refine projects and programs to enhance public benefits.

The ESF #14 Long-Term Community Recovery (LTCR) process of developing a vision and goals can reveal gaps in technical knowledge required to prepare and implement projects or programs for recovery. Assets of outside organizations and agencies are especially valuable when such gaps exist. Federal and State agencies and national or local nonprofits may assist communities with technical assistance to plan and develop successful projects and programs. See Figures 2 and 3 that show these resources.
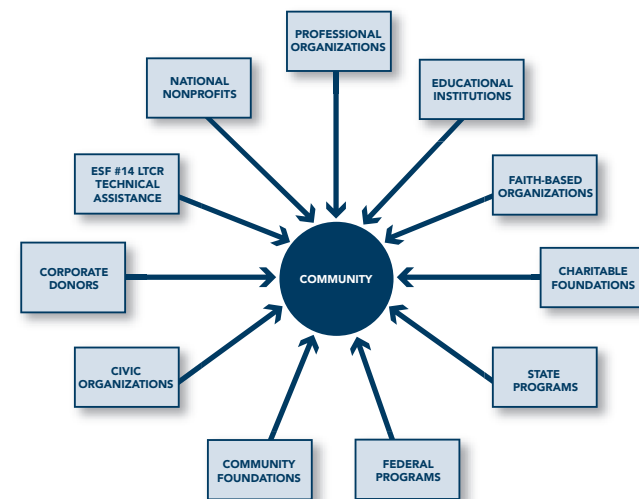
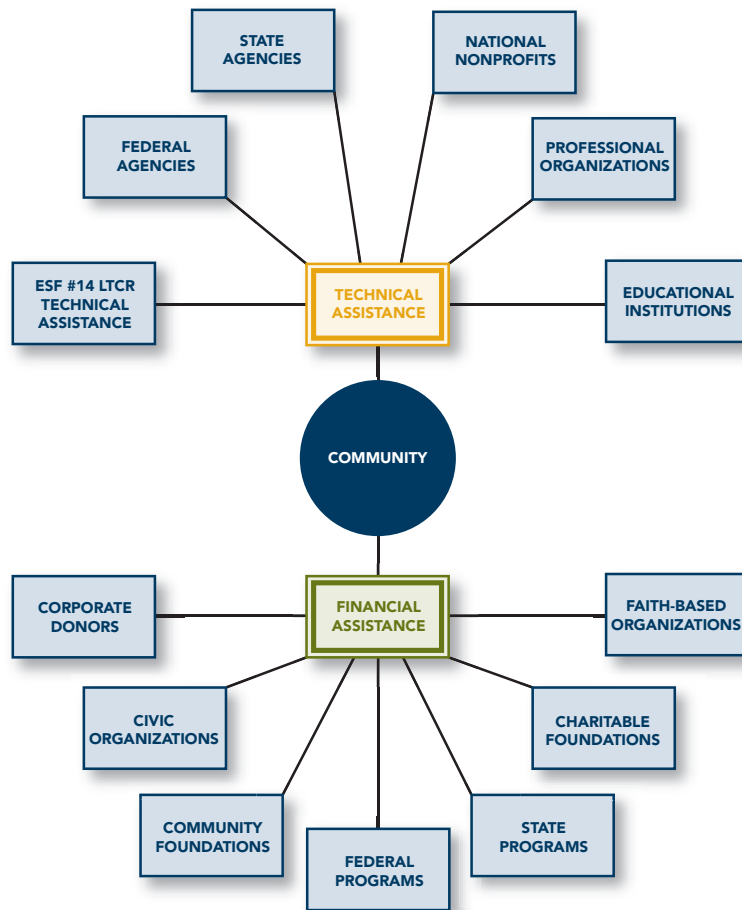**Figure 2.** Examples of technical assistance and funding resources

Figure 3. Technical and financial assistance resources for ESF #14 LTCR Projects and Programs

Materials Required to Begin Using the Iowa ESF #14 LTCR Resource Guide
- A computer with Microsoft Office Excel® software.
- Identified projects or programs.
- Optional - completed LTCR Project + Program Development Guide questionnaires.

The *Iowa ESF #14 LTCR Resource Guide* was created in Excel 2003. Some images included in this Step-by-Step Guidance will be different than what you may see on your computer, depending on your version of Excel. As you navigate through the *Resource Guide* and have any questions, please utilize the Help function found on the top of the Excel worksheet.

TYPES OF RESOURCES

There are many sources and types of support that can be used for long-term recovery. Financial assistance in the form of grants or loans can be one form of assistance. Technical assistance and subject-matter expertise is another.

Federal and State agencies can assist with grants, loans and technical assistance. They can also provide guidance as a community begins to plan a project. Support can also be found in private foundations and through nonprofits and charitable giving from private businesses. Individual donors and community foundations have been particularly active in supporting disaster recovery efforts. Iowa also has a number of professional service organizations that are available for technical assistance support regarding community and economic development issues and other concerns that may arise during the recovery process.

Step ONE – Understanding the *Iowa ESF #14 LTCR Resource Guide*

Iowa ESF #14 LTCR Resource Guide is a tool to assist with identifying potential funding sources and technical assistance providers for projects and programs developed through the recovery process. *Iowa LTCR Resource Guide* is provided to 10 LTCR communities in Iowa as one (1) of four (4) tools in a ESF #14 LTCR ToolBox. These materials are provided in two (2) formats: digitally as a Excel directory, see Figure 4, and as a printed, bound table, see Figure 5. The user of the digital *Iowa LTCR Resource Guide* may use the Excel version on a Mac OS® or Microsoft® Windows™ system. If a user does not have access to Excel, then the print version is available.

The *Resource Guide* can be used by people who are unfamiliar with Excel although it helps to have a basic level of proficiency. If you are new to Excel, reference the Step-by-Step Guidance if questions arise about navigating and printing. Inexperience with Excel databases should not keep you from using the *Resource Guide* for developing a resource strategy.

Figure 4. *Iowa ESF #14 LTCR Resource Guide* is a multi-tabbed directory in a Microsoft Excel® format and a table directory that can be printed

Figure 5. Printed sample of the *Iowa ESF #14 LTCR Resource Guide*

Step **TWO – Getting Started with the *Iowa LTCR Resource Guide***

The Excel version uses macro buttons as a method to navigate between sections of the workbook. When you first open the *Resource Guide* file, a security warning window will appear. Begin by clicking on the Enable Macros button as shown in figure 6.

The first screen you see is the table of contents screen, as shown in Figure 7. This page shows 15 icons that you will use to start your search and explained further in the following steps. Nine (9) of the icons define the sectors related to projects and programs identified during the Iowa recovery process; five (5) icons define the provider type for technical assistance and financial support, and one (1) icon is for the key of sector definitions.

Figure 7. First screen of the *Iowa ESF #14 LTCR Resource Guide*

Figure 6. Enable macros when opening the database

Step **THREE – Exploring the Directory**

To use the *Iowa LTCR Resource Guide* first learn how to navigate the directory and how the resources are organized.

Navigate Using Icons and Tabs

You can navigate the *Resource Guide* with either icons or tabs. Icons are the images that appear on the first screen you see after enabling macros, as shown on Figure 8. Tabs are labels at the bottom of the screen also shown on Figure 8.

Navigate by Icons

To navigate by icons, click on the image corresponding to the category you wish to search. This will open a table listing the resources within that category.

Navigate by Tabs

To navigate by tabs, click on the label at the bottom of the screen that corresponds to the category you wish to search. Tabs show the same resource categories as icons. Clicking on the tabs will take you to the same table as the corresponding icon. The TOC tab will return you to the main icon page.
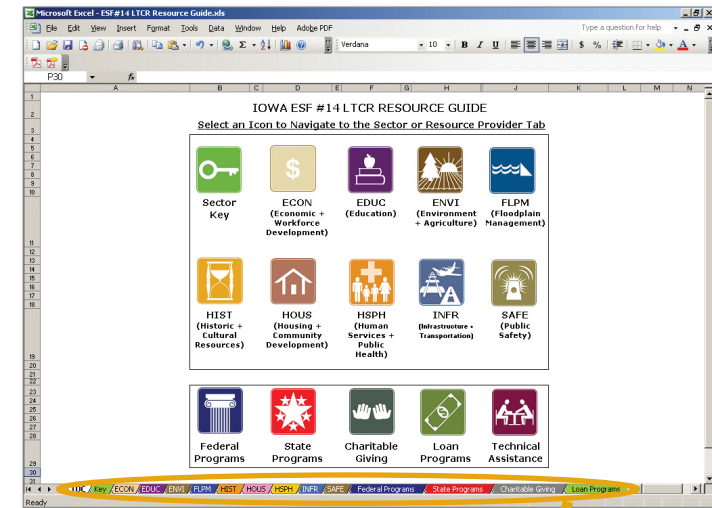
Figure 8. Icons on the first screen of the *Iowa ESF #14 LTCR Resource Guide*

Search by Sector and Type

Resources are grouped in two (2) broad categories: sectors and type. Sectors are broad categories of project and programs typically identified by communities during their recovery process. In addition to sectors, the *Resource Guide* divides resources by type of agency (Federal and State) and resource (charitable giving, loans and technical assistance).

Search by Sector

Sectors are identified on the icon screen you see when you open the *Resource Guide* after enabling macros. To see descriptions and examples of sector categories, as shown on Figure 9, click on the icon for Sector Key. Resources are grouped in nine (9) sectors (see below) used to classify projects and programs. These sectors have been defined to enable users of the *Resource Guide* to connect projects and programs to potential resource partners. Sectors connect to the types of projects and programs that are typically identified by communities in their recovery process and are general categories based on community need. For example, if a project will be an affordable housing complex for the elderly, you would search using the HOUS tab which stands for Housing + Community Development as shown on the key.

Searching by sectors is particularly useful when a project has been defined through the use of the ESF #14 LTCR Project + Program Development Guide (LTCR PDG). Users of the LTCR PDG develop project or program details that help communities use sectors to search the *Resource Guide*.

Search by Type

Searching by type of provider or resource is particularly useful when assistance is needed to further develop a project or program. Federal or State agencies as well as charitable foundations can be resources in developing concepts into actions. Many of the resources listed have extensive experience working with community or municipal organizations to evaluate the opportunity for projects to be supported by their agency or organization.

ABBREVIATION	SECTOR	PROJECT AND PROGRAM EXAMPLES
$ ECON	Economic + Workforce Development	Small businesses, job creation, economic revitalization
EDUC	Education	Youth, after school activities, educational programs
ENVI	Environment + Agriculture	Land conservation, recreation areas, trails, farmland, water quality
FLPM	Floodplain Management	Water control, flood mitigation measures
HIST	Historic + Cultural Resources	Heritage initiatives, historic buildings, museum or cultural collections
HOUS	Housing + Community Development	Affordable housing, community improvement initiatives
HSPH	Human Services + Public Health	Healthcare, public health, medical services, disaster victim assistance
INFR	Infrastructure + Transportation	Infrastructure, transportation, public buildings
SAFE	Public Safety	Safety, security, gang reduction

Figure 9. Table of sector abbreviations

Federal Resources

Federal programs can assist programming, technical assistance, planning and capital projects. Federal support available for community projects tends to be administered through State agencies as well as local State or regional offices of Federal agencies. *Resource Guide* includes Federal grants, loans and technical assistance. Using a Federal agency's Web site or contacting program personnel may assist with the initial search for assistance with recovery projects.

State Resources

This section of the *Resource Guide* includes grant, loan and technical assistance programs operated by the State of Iowa, although it is not a complete list of every program offered through the State. Agencies and programs contained in this section offer an array of assistance with issues that arise during the process of long-term recovery. Staff with technical expertise can assist with programming, technical assistance, planning and capital projects. Agencies can also help identify consultants or other agency partners to assist with project planning.

Working with State agencies is a good starting point to begin searching for and identifying potential project partners and champions in addition to funding and technical assistance. Since many of the State programs have been developed with local community needs in mind, many program objectives may complement the individual objectives and goals of your community. Members of the community and stakeholder groups that are developing recovery strategies, plans and projects can call or contact the program administrator at State departments to learn more about program objectives when pursuing funding.
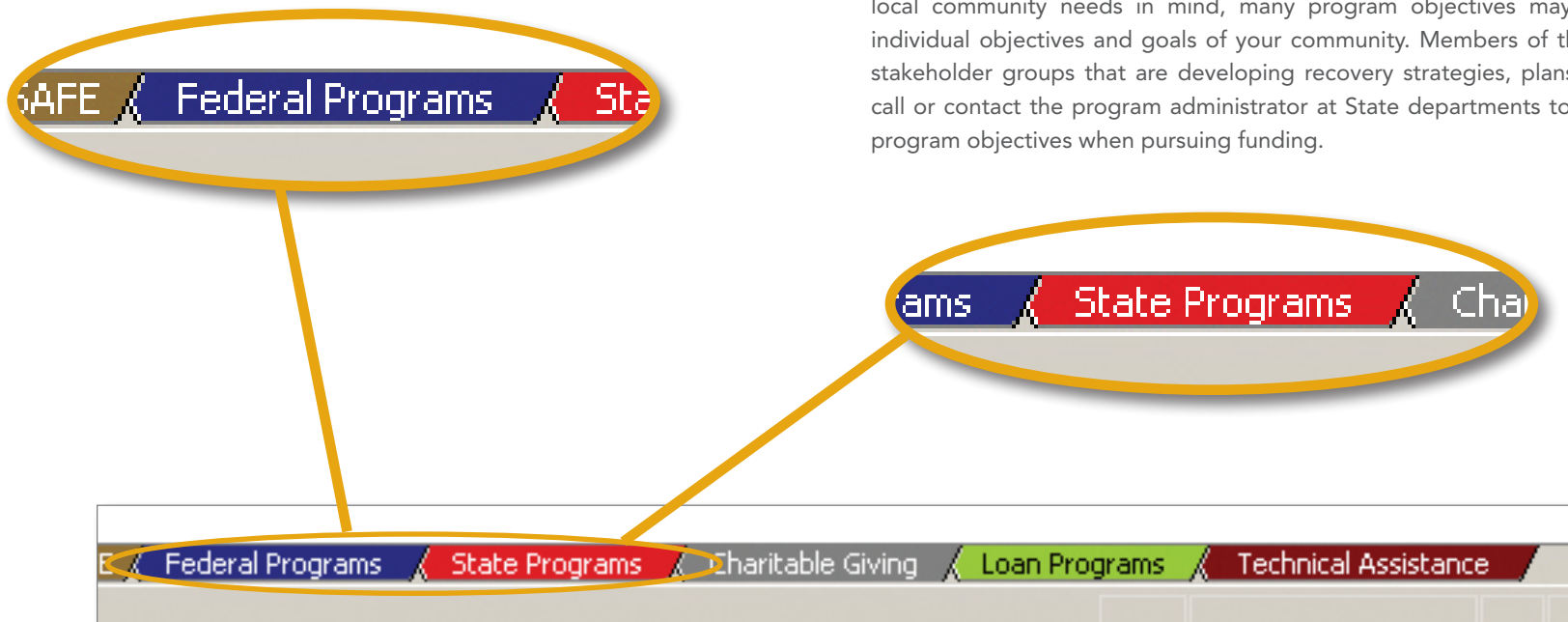

Figure 10. Federal and State tabs of *Iowa ESF #14 LTCR Resource Guide*

Charitable Giving Resources

Charitable Giving resources include national, regional and local charitable foundations, corporate or company-giving programs, family trusts and community foundations. Many of the charitable giving programs contained in this section have a history of funding in the region but each is unique in the types of projects they support. Programs contained in Charitable Giving are characterized in three (3) types:

- Corporate or Company Charitable Giving – corporate giving programs or employee donation programs. Giving tends to be concentrated in areas where the company operates.
- Community Foundation – smaller to mid-sized foundations with a local or regional focus.
- Charitable Giving – philanthropic giving by foundations that have a local, regional or national focus.

Knowing the type of giving program can help guide proposals or inquiries to the most appropriate funding organization. Further research via a charitable program's Web site or by telephone can help develop a project or program proposal to match with the goals of the charitable giving program.

Loan Resources

Primarily administered at the State level, loan programs are available to support capital improvement projects, such as providing access to safe drinking water or affordable housing that may not qualify for traditional financing. Loan programs tend to be applicable to municipal organizations and projects that require a more complex level of financing, such as sewer infrastructure projects or multi-unit housing developments.
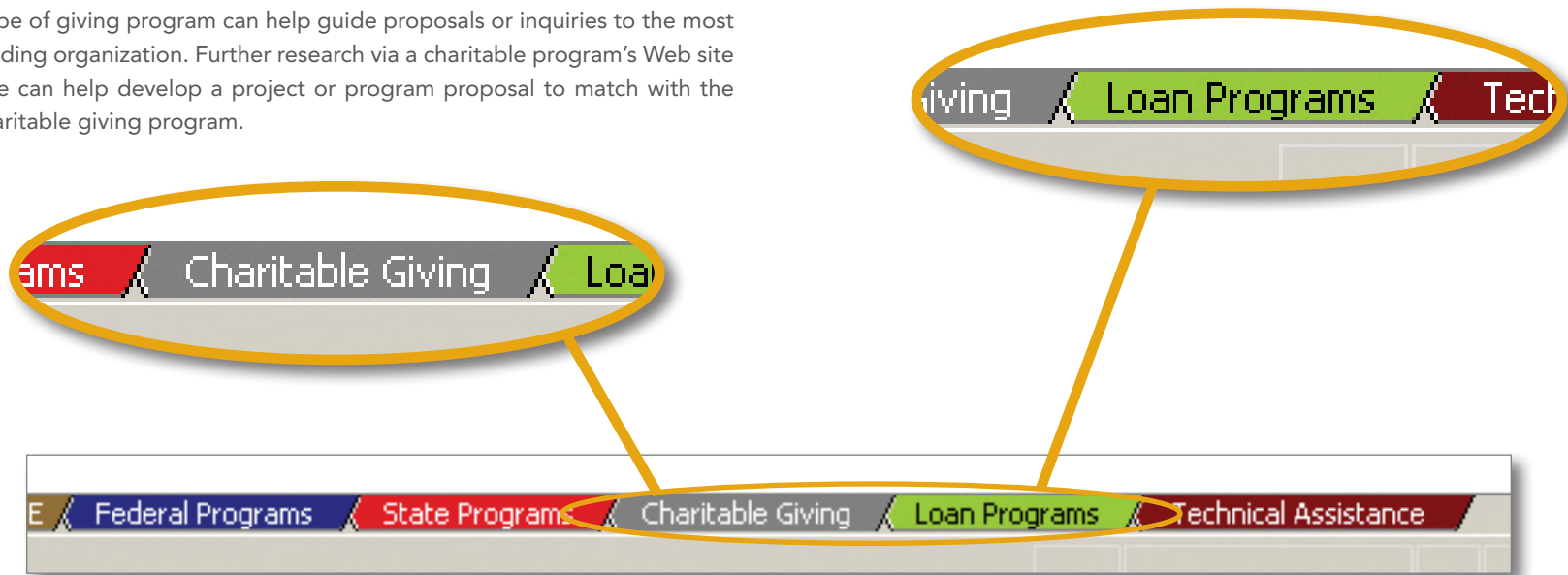

Figure 11. Charitable Giving and Loan tabs of *Iowa ESF #14 LTCR Resource Guide*

Technical Assistance Resources

This section contains information about technical assistance and programs that provide support for issues related to design and architecture, community development, organizational development and planning. Included are Iowa-based nonprofit organizations, educational institutions with land grant or community service missions and national nonprofit organizations that provide assistance to community-based organizations. Use the Technical Assistance tab as a contact list reference for project planning assistance research.
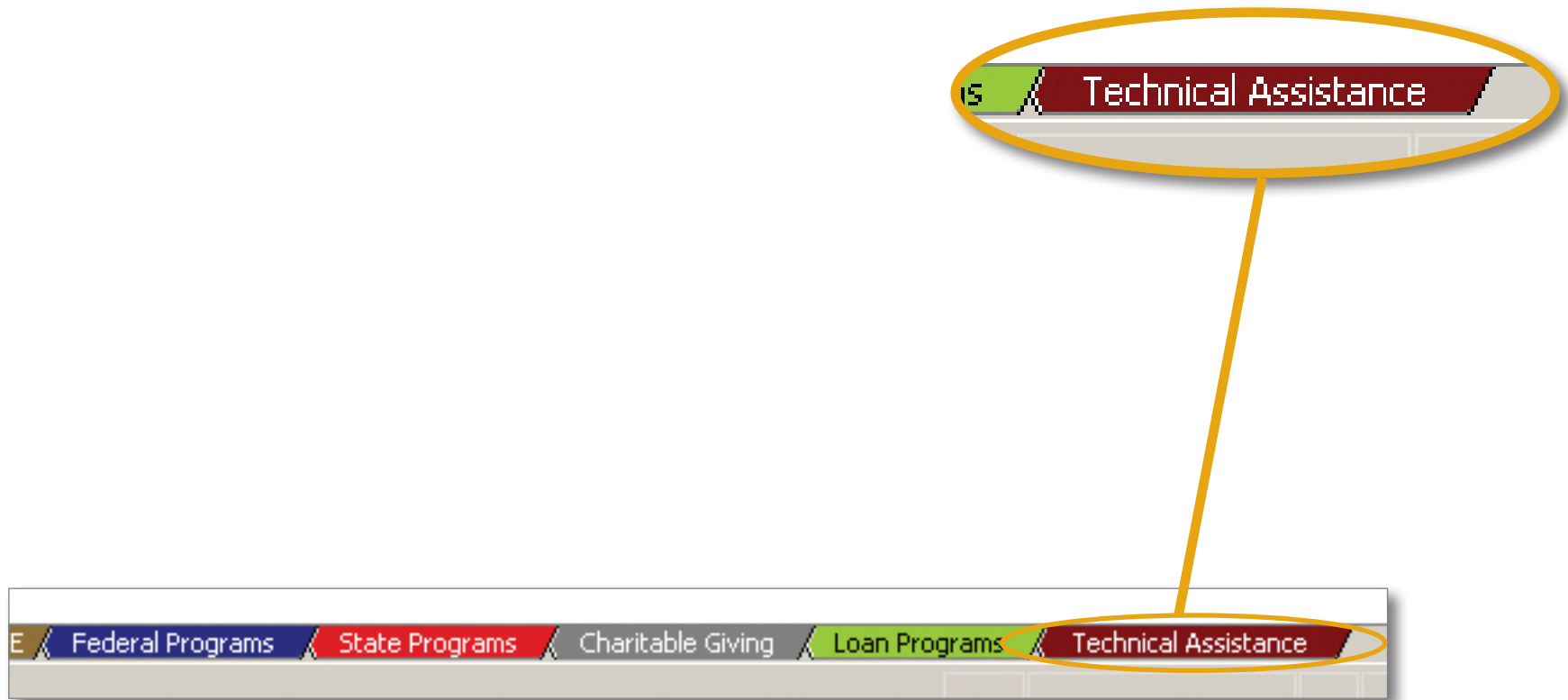
Figure 12. Technical Assistance tab of *Iowa ESF #14 LTCR Resource Guide*

Step **FOUR** – **Navigating the Tables**

Columns

The Iowa ESF #14 LTCR Resource Guide is organized with columns that are standard throughout, except for the Technical Assistance tab. The columns have functions that allow you to sort alphabetically. The columns can also be filtered by specific text and specific categories relevant to each column. One method is to filter based on type of support required for a project or program developed through the use of the ESF #14 LTCR Project + Program Development Guide (LTCR PDG) or the ESF #14 LTCR Decision-Making Tool (LTCR DMT). A new construction project, for example, might require capital assistance whereas an after school program might require program assistance for its operation. Figure 13 defines the Type of Support column.

Filter and Sort Functions

Using the filter or the sort functions, a user can organize the resources by potential funding programs. The *Resource Guide* can be sorted by the Auto Filter functions that are at the top of the columns on each page. As seen in Figure 14, use the drop down arrows as a way to organize resources alphabetically or limit the resources shown on each page.
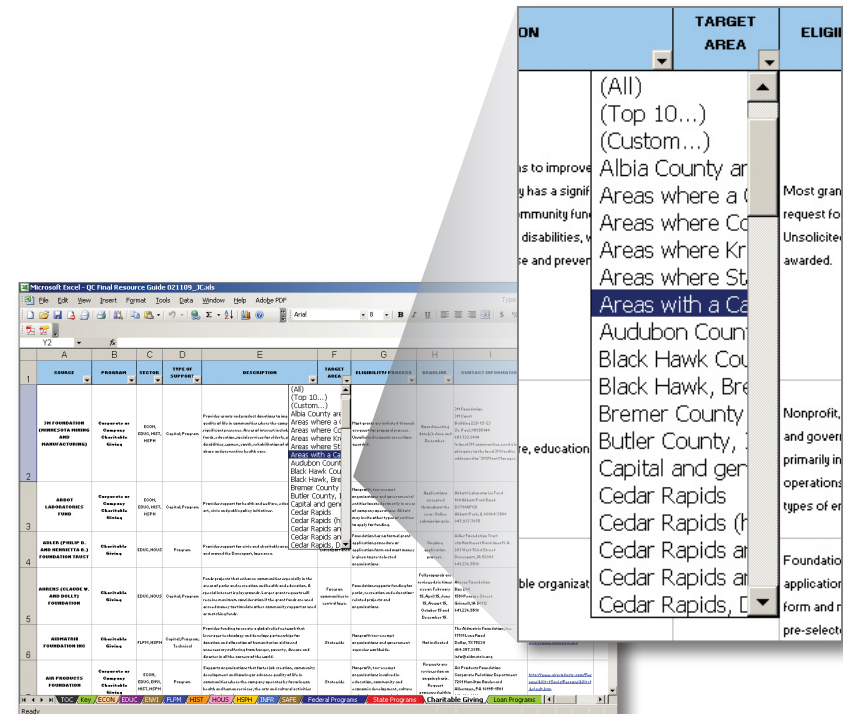

Figure 14. Auto Filter function of *Iowa ESF #14 Resource Guide*

TYPE OF SUPPORT	DESCRIPTION
CAPITAL	Funding to support construction of facilities for "bricks and mortar" projects.
PLANNING	Assistance for planning or developing projects, programs or initiatives.
PROGRAM	Support for program administration and operation; nonprofit organizations are typically the target of this support.
TECHNICAL	Grants to assist with hiring consultants or administer technical assistance programs.

Figure 13. Table of types of support

Another way to organize your search is by using the Data/Sort/Filter option. As seen in Figure 15, begin by highlighting the entire table including all columns and rows. To highlight the entire table, click on the top left corner box or select Control + A (on a PC) or Command + A (on a Mac®). Then filter by going to menu bar at the top of your screen and click on Data, then Sort, then Filter. Excel will give you options to select how the table can be sorted. This is how a user can alphabetize resource type in each tab. In addition to organizing alphabetically, there is the option to search further by doing specific word searches through various tabs of the database by using the Find command.

Find Command
Use the Find Key for key words like "historic" or "youth." As shown in Figure 16, from the menu bar, select Edit and then Find. This can pinpoint your search by a specific word.
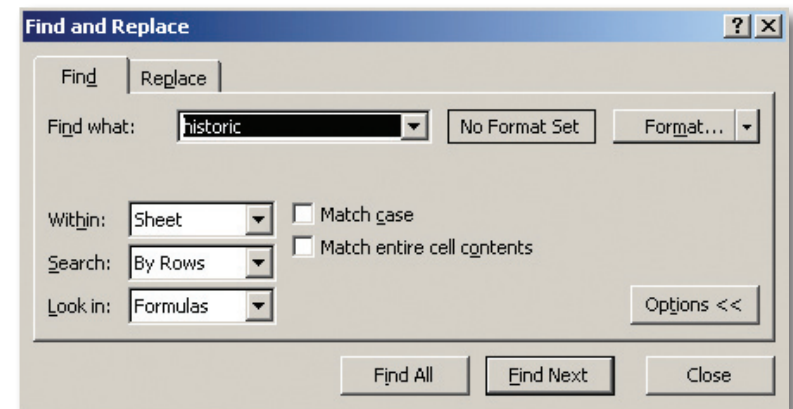
Figure 16. Find command of *Iowa ESF #14 LTCR Resource Guide*

Figure 15. Sort function of *Iowa ESF #14 LTCR Resource Guide*

Step **FIVE** – **Printing**

Printing and Page Layout

Using the print option on either a Mac OS or Microsoft Windows platform, the settings for the page layout should be set to letter paper size, landscape format and print quality at 600 dpi. Use Print Preview from the File menu to check layout before printing. The Excel file located on the *Resource Guide* CD is pre-set with this information. If for any reason settings change, you can adjust under File/Page Setup. Column widths may need to be adjusted as well to ensure all fits to the landscape format. See the page setup menu selections in Figure 17.
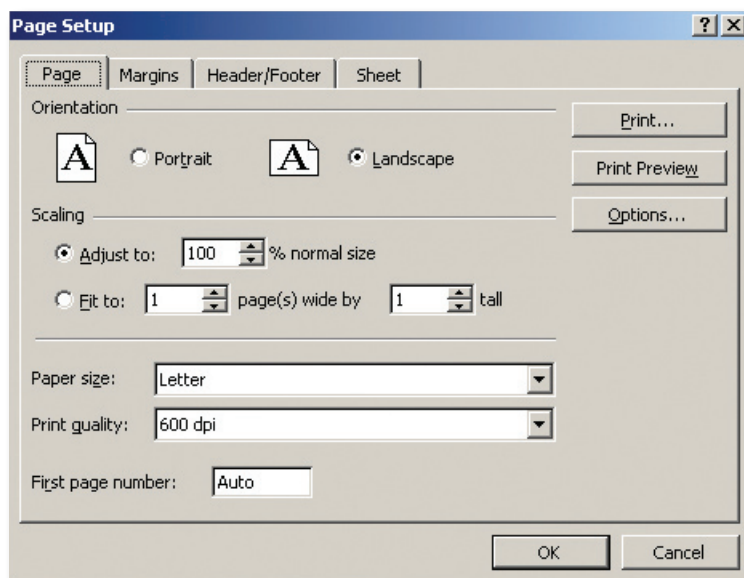
Figure 17. Page setup for *Iowa ESF #14 LTCR Resource Guide*

Figure 18. Printed sample of the *Iowa ESF #14 LTCR Resource Guide*

FORWARD ACTION

After using the *Iowa LTCR Resource Guide* to identify potential resources, key forward actions are to:

- **Designate a person or persons responsible for resource development.**
  To help ensure resource development activities take place, it is important that someone accept responsibility for specific actions. If multiple projects are developed through the ESF #14 LTCR Project + Program Development Guide, different people may need to take responsibility for each project.

- **Gather additional information.**
  The information in the *Resource Guide* is a snapshot of programs and available support for projects identified during the Long-Term Community Recovery (LTCR) Process. As your search continues, gather and incorporate more information into a resource development strategy to support your community's long-term recovery.

- **Customizing your resource directory.**
  Create a directory of resources specifically selected for your community. Highlight rows by clicking on the row numbers. Copy and paste desired resources into a new spreadsheet worksheet. Through these actions you can create a community-specific resource directory that organizes resources for your community's recovery projects or programs. Use this custom directory to keep information up-to-date.

- **Establish relationships and partnerships with potential resource providers.**
  Contacting potential resource partners can be the hardest step but there are many professional staff in your community or region who can help you identify how to begin. Contact your local council of government, economic development corporation, Iowa State Extension office, chamber of commerce, community foundation or Rebuild Iowa Office (RIO) staff to begin the process of connecting your recovery project and program to resources.

- **Prepare a resource development strategy.**
  It is important to keep in mind that most available funding through agencies and organizations is competitive. Therefore, communities should distinguish themselves and their recovery efforts from others competing for the same funding. Although visibility related to recovery projects is likely to be high within the community, articulating the long-term benefits of a project or program is critical to attracting resources or assistance from outside of the community. Important questions to ask when contacting potential resource partners are listed in the box below.

The information in the *Iowa LTCR Resource Guide* is a snapshot of programs and support available for projects developed during the LTCR Process. As your search continues for connecting your recovery projects to resources, more information will be gathered and should be incorporated into a resource development strategy to support your community's long-term recovery.

Keeping organized in your resource strategy:

- Meet regularly to discuss and keep up-to-date with recovery projects and agencies.
- Create draft proposals or applications for review by others.
- Increase proposal writing skills through workshops or published materials.

Important questions to ask and answer when contacting a potential resource partner:

- Is our program or project eligible?
- How and when is assistance available?
- What is the timing or availability of the program? Is it a good fit?
- How much money is available? How competitive is the process?

Ask yourself or your committee:

- Is the resource a good fit for what we want to achieve with our project or program?
- Do we have the capacity to apply for and administer resources?
- Are the reporting or administration responsibilities related to the program manageable with existing resources.

Web sites usually provide the most accurate and updated source of information. Foundations and State agencies may change their guidelines regarding eligibility and funding availability so it is important to keep up-to-date on deadlines and proposal procedures by checking Web sites regularly. However, the Internet should not be considered the only part of the research process. Public libraries, community colleges and universities have collections especially for grant seekers. Along with catalogs, books and databases, these institutions often offer classes or have information on opportunities for those seeking grants to learn more about grant writing and proposal submission procedures. Workshops and classes are a great benefit in seeking financial support for projects. Check the Web site of your local community foundation as well for opportunities to learn more skills for seeking support for your project.

Five (5) dependable Web sites for more research about grants:
- The Foundation Center: http://foundationcenter.org
- GuideStar: http://www.guidestar.org
- Federal Government Grants: http://www.grants.gov
- Catalogue of Federal Domestic Assistance: http://12.46.245.173/cfda/cfda.html
- Iowa Grants Guide: http://www.iowagrantsguide.org

RESOURCE PROPOSALS – Tips and additional sources of information

1. Keep in mind that the job of the person reviewing your application is to give away or loan money and to meet the objectives of the organization or agency they represent.
2. Base your request on a case for support that demonstrates your community's needs and showcases your community's accomplishments.
3. Do your homework. Go to the resource's Web site, examine the submission requirements, review the organization's funding history. If the resource is a foundation, review their tax report for information about their financial status. (See The Foundation Center's Web site)
4. Clearly define outcomes. Resource providers often want to know what outcomes a project or program will generate. Quantify where possible the benefits to be created, such as number of families assisted, and projected completion dates.
5. Build relationships. Ask others if they know anyone on the board or staff of the resource, or if they know anyone who has received support from the resource. Then ask those people to introduce you. Successful proposals are usually due to relationships!
6. When you visit a grant or program officer, take something to leave behind such as a brochure, handout or annual report.
7. Be prepared to clearly articulate the mission of the project or program and how it connects to the vision and goals of the community.
8. Grant makers like to see evidence of collaboration. Look for opportunities to partner with others in your community. Describe your collaborations.
9. Follow the instructions scrupulously and proof, proof, proof – your application. Before you submit your budget, check, check, check the math.
10. If you get turned down, it's okay to ask why. In fact, many requests are denied on their first submission. Knowing the reasons for denial can help improve your proposal for future submissions. If appropriate, revise your proposal and apply again.

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APPENDIX

- Glossary

- *Iowa ESF #14 LTCR Resource Guide*
  (To view and use the *Iowa LTCR Resource Guide*,
  please open CD attached to the inside back
  cover of this booklet.)

GLOSSARY

CD – Compact Disc

DMT – Decision-Making Tool

ESF – Emergency Support Function

FEMA – Federal Emergency Management Agency

LTCR – Long-Term Community Recovery

MOA/MOU – Memorandum of Agreement/Memorandum of Understanding

PC – Personal Computer

PDG – Project + Program Development Guide

RIO – Rebuild Iowa Office

SMART – Specific. Measurable. Achievable. Realistic. Timely. (e.g. SMART Objective)

Brainstorming – A problem-solving technique used in a group setting in which participants generate a large number of ideas and options but do not immediately evaluate the results.

Community Capacity – Ability of the community to manage recovery activities.

Connectivity – Connections between projects, groups or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Also, physical connections between parts of a community, such as bike trails or roads due to close proximity. Related terms include connections, linkage, ability to connect and interconnection.

Facilitate – To make easier or help accomplish a goal. Related terms include assist, increase the likelihood of, expedite and promote.

Feasibility – A measure of the likelihood that a project can be implemented based on current plans, budgets, resources and other circumstances.

Feedback Loop – A process for evaluating results of a long-term community recovery process by comparing results to vision, goals and objectives. Also, a process for confirming that intended messages have been received and understood.

General Recovery – Process through which immediate or short-term recovery actions are undertaken.

Goal – A statement that broadly identifies intended future results needed to achieve a community's post-disaster vision.

Implementation – Process through which a project is completed by the community.

Issue – A condition created or made worse by a disaster and that may be addressed by a project or program.

Leverage – To obtain a greater benefit by combining or coordinating resources, assets or strategies. Related terms include influence, induce, increase and stimulate.

Linkage – Relationships between projects or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Related terms include relationship and association.

Long-Term Community Recovery – The process of establishing a community-based, post-disaster vision and identifying projects or programs and funding strategies best suited to achieve that vision and employing a mechanism to implement those projects or programs.

LTCR Plan – A document describing LTCR vision, goals and objectives to be achieved and the process used to arrive at the vision, goals and objectives. Typically, background information about the context of the Plan is included.

Need – Amount of recovery assistance a community requires to return to pre-disaster conditions.

Objective – A statement identifying a Specific, Measurable, Achievable, Realistic and Timely (SMART) outcome which accomplishes a goal.

Opportunity – A positive possibility which requires activity to realize.

Plan – See LTCR Plan.

Policy – A principle or course of action chosen to guide decision making and formalized in a law, ordinance, plan or guideline.

Post-Disaster Community Vision – A statement or set of statements that describes a realistic condition that the community wishes to achieve and which provides inspiration and long-term direction for recovery activities.

Prerequisite – An activity that must be completed before other activities can take place.

Program – An ongoing set of activities and resources managed to achieve specific outcomes, achieve a community's recovery goals and fulfill its vision. This term is understood to include other types of ongoing efforts.

Project – An activity intended to create a physical product, such as new housing or a document, that achieves a community's recovery goals and fulfills its vision. This term is understood to include plans and other tangible products.

Project Champion – A community member or other individual who has accepted responsibility to lead a project or program to completion.

Quality of Life – The general well-being of an individual or community. To measure quality of life, LTCR considers the quality and quantity of the natural environment, community services, infrastructure and critical facilities such as roads and fire stations, housing opportunities, recreational facilities and culturally-significant places.

Sector – Subject-based categories used to classify projects and programs so that similar activities can be grouped together. Standard sectors used in the LTCR planning process are Housing, Infrastructure/Environment and Economy; these are categories most often needing recovery activity. Other sectors may be created or adapted as needed: for example, *Iowa ESF #14 LTCR Resource Guide* identifies nine (9) sectors for classifying resources.

Stakeholder – A person who has an interest in the results of a general recovery effort or a particular project. A stakeholder may be a resident of the community, member of a religious, social and other community organization (the general public); an elected or appointed official or government employee (government); or a business owner or employee (private sector).

Strategy – A specific method needed to achieve goals and objectives. Typically, multiple strategies can be identified to achieve the same objective. Also, a document similar to an LTCR Plan that may not identify specific projects.

Subject-Matter Experts – A person who is an expert in a particular subject or in performing a specialized job, task or skill.

Sustainable Development – Development characterized by prudent use of energy, water and natural resources to ensure healthy communities for future generations.

Sustainable Practices – Operating a building or program in an environmentally sustainable manner, characterized by prudent use of energy, water and natural resources, to ensure healthy communities for future generations.

Technical Assistance – Advice, assistance or training related to a technical subject. Typical forms of technical assistance include fundraising aid, financial planning, legal advice and marketing assistance.

Vision – See Post-Disaster Community Vision.

COMMUN
VISION + G

ECONOMY   HOUSING

RESOURCE
PARTNERS ⇠ ⋯ → PROJECT 1 ⇠ ⋯

PROJECT

FUNDING

TECHNICAL
ASSISTANCE

LTCR
STAKEHOLDER
GROUPS

BOARDS OR
COMMISSIONS

PROJECT
SPECIFIC GR
OR TASK FO

STAKEHOLDERS / ORGANIZATION

ESF #14 Long-Term Community Recovery (LTCR) is a community-focused Federal, State and local initiative. It helps disaster-impacted communities identify opportunities for a more effective recovery, facilitate partnerships that leverage a community's recovery and maximize the use of recovery resources. One (1) of fifteen (15) Emergency Support Functions (ESFs) authorized in the *National Response Framework* that guides the Federal response to disasters with significant impacts, ESF #14 LTCR is a Federal Emergency Management Agency (FEMA) program.

This **DRAFT** version of the *Iowa ESF #14 LTCR Resource Guide* was released with expedited review and is intended to meet the immediate needs of Iowa communities impacted by the tornadoes and floods of 2008. It is expected that subsequent revisions will be made to this document as a result of continued refinement of the LTCR Targeted Technical Assistance and Planning support process.

NITY
GOALS

INFRASTRUCTURE/
ENVIRONMENT

OTHER
SECTORS

PROJECT 2

3

COMPREHENSIVE
LAND USE PLAN

TRANSPORTATION
IMPROVEMENT
PROGRAM (TIP)

ECONOMIC
DEVELOPMENT
PLAN

HAZARD MITIGATION
PLAN

CAPITAL IMPROVEMENT
PLAN

OTHER
PLANS

OTHER RECOVERY/
GENERAL COMMUNITY
PROJECTS

OTHER
RECOVERY
STAKEHOLDERS
OR COMMUNITY
GROUPS

NONPROFIT
ORGANIZATIONS
OR PRIVATE
CORPORATIONS
(BUSINESSES)

OUP
RCE

NS / LOCAL GOVERNMENTS

ESF #14
LONG-TERM COMMUNITY RECOVERY